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10 JUN 1965

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Lt. General Marshall S. Carter, USA  
Director  
National Security Agency  
Ft. Meade, Maryland

Dear Pat:

Thank you for your letter of 26 May concerning the terms of reference for [ ] as my China Intelligence Activities Coordinator (CIAC).

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[ ] role, as you point out, is to assist me in carrying out my responsibility for making sure that the efforts and resources of the community are fully coordinated and represent to the greatest degree possible a concerted effort. In performing this function he, of course, assumes no management functions or command authority. He will continue to work through established channels in accordance with the approved terms of reference for his activity.

[ ] is concerned with the totality of our intelligence effort against Communist China and his responsibility is not in fact limited to consideration of collection activities only. His recommendations will be based upon information as well as advice from the representatives on the group designated to work with him, based upon their individual expertise as well as collective judgments. He is, however, acting as my staff officer and personal representative and not in a committee capacity. I am interested in effecting any possible improvements in the over-all effectiveness of intelligence coverage of China. I expect [ ] to assist me in identifying gaps or overlaps in this coverage and will look to him for advice as to how existing programs might be strengthened and whether new or expanded effort is desirable.

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(EVERYONE MUST FILE... C 14)

I believe that the foregoing is generally consistent with the views expressed in the next to last paragraph of your letter. If you wish, however, I should be very glad to schedule the matter for discussion by USIB.

Sincerely,

W. F. Raborn  
Director

D/DCI/NIPE (JAWBROSS:ag/8/10/66)

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Executive Registry
16-2446

Office of The Director

Fort George G. Meade, Maryland, 20755

26 May 1966

Serial: N0716

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Vice Admiral William F. Raborn, Jr., USN  
Director of Central Intelligence  
Langley, Virginia

Dear Red:

Reference is made to your letter to the USIB Principals, subject: China Intelligence Activities, dated 9 May 1966, under cover of which you provided a copy of your newly-approved Terms of Reference for [ ] and his title as your China Intelligence Activities Coordinator (CIAC).

As you know, I support wholeheartedly your objective of improving our intelligence collection against Communist China, and I believe that calling our representatives together under [ ] could provide an excellent forum for bringing to bear upon this most important problem the totality of the Community's resources.

Two provisions of [ ] new Terms of Reference give me concern. First, paragraph 2.b. appears to authorize him "direct access" to any personnel within any of the USIB agencies without regard to whether agency management specifically has qualified or authorized such individuals to make external agency representations concerning that agency's efforts toward acquiring intelligence on Communist China; the same paragraph also appears to give him an unlimited authority to concern himself not only with collection but also research, analysis, and production efforts as well. Second, paragraph 2.c. charges him with responsibility for "...making recommendations....and for ensuring that appropriate action is taken to implement such recommendations."

These apparent mandates are tempered by paragraph 5, of the Terms of Reference, which states that his authority does not supersede present lines of command, and I am confident that you

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intended no infringement upon the prerogatives, responsibilities, or authorities of the heads of any of the USIB agencies. Nevertheless, because of the possibility that conflicting interpretations of [ ] mission may arise, I feel that it would be helpful at this point to express my understanding of some of its limitations.

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I consider [ ] to be a member of your staff. As such, his office is advisory, not managerial, in nature and his "direct access" to officials within the several USIB agencies is through the representatives provided by each of us to his group and to such other senior staff officers as we might from time to time designate. His primary concern is the development of new ideas for improvement of our overall effort against Communist China, and "appropriate action" on his part consists of advising you, the Board, and/or the agency directly concerned (through that agency's representative to the group) regarding those actions which the group's deliberations have indicated are necessary or desirable in order to achieve the goals we have set for it.

I have advised my staff accordingly. If the preceding paragraph is contrary to your purpose, I suggest the matter be placed on the USIB agenda for full discussion.

Faithfully yours,



MARSHALL S. CARTER  
Lieutenant General, U. S. Army  
Director

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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
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Remarks: I Talked to [ ] about [ ] I don't think there's a problem. There should be [ ]			
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John A. Bross D/DCI/NIPE 7 E 22		8/6/66	
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